

**BOTSWANA COLLEGE OF DISTANCE AND OPEN LEARNING**

**In collaboration with**

**THE VIRTUAL UNIVERSITY FOR SMALL STATES OF THE COMMONWEALTH**  
**(VUSSC)**

**Bachelor of Business Entrepreneurship**

**STRATEGIC PLANNING**

**SP231**

**SPECIAL EXAMINATION**

**Time: 3 Hours**

**Marks: 100**

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**Instructions:**

1. The examination consists of three sections: A, B and C.
2. Begin each answer to a new question on a new page.
3. Answer questions according to instructions given in each section.
4. Write answers in the answer booklet provided.     ▲
5. Write in grammatical English.

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SECTION A - Multiple Choice Questions.

[10 MARKS]

Answer ALL questions in this section. Each question carries one mark.

1. Strategic planning describes strategy or direction by exploring \_\_\_\_\_.

- a) What does the business do?
- b) For whom does the business exist?
- c) How does the business excel in the market place?
- d) All of the above

2. \_\_\_\_\_ is not an advantage of planning.

- a) Sense of Purpose
- b) Cognitive dissonance
- c) Risk Management
- d) Accuracy

3. \_\_\_\_\_ is not a strategic planning level.

- a) Administrative level strategies
- b) Corporate level strategies
- c) Business level strategies
- d) Functional level strategies

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4. The primary goal of a business competitive intelligence program should encompass the following:
- a) Avoidance: Avoid surprises from existing competitors' novel strategies and tactics.
  - b) Farsightedness: Identify any future competitors.
  - c) Responsiveness: Improve reaction time to counter competitors' moves.
  - d) All of the above
5. Well written goals have the following characteristics except \_\_\_\_\_.
- a) They are not timely
  - b) They are specific
  - c) They are measurable
  - d) They are achievable
6. Common bases for differentiation may include \_\_\_\_\_.
- a) Superior customer service
  - b) Unique product features
  - c) Complete product lines
  - d) All of the above
7. When operationalising strategic plans, companies must exploit all their competitive advantage by \_\_\_\_\_.
- a) Responding faster than competitors to customers' changing needs
  - b) Remaining flexible and prepared to change
  - c) Planning without built in controls
  - d) Continually striving to identify and exploit emerging market segments

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8. \_\_\_\_\_ not a criticism of vision and mission statement?
- a) It results in organizational sustainability
  - b) It is a PR activity
  - c) It is ignored in practice
  - d) Rationalising
9. A mission statement communicates the company's ideology and goals to stakeholders. It consists of three components, namely its \_\_\_\_\_.
- a) Core values
  - b) Core purpose
  - c) Visionary goals
  - d) All of the above
10. \_\_\_\_\_ is not a building block of competitive advantage?
- a) Efficiency
  - b) Flexibility
  - c) Political behavior
  - d) Quality

**SECTION B – True or False Questions.**

**[10 MARKS]**

**Answer ALL questions in this section. Each question carries one mark.**

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1. Strategic planning as an organization's process of defining its strategy and making decisions on allocating its resources to pursue this strategy, including its capital and people.
  2. Envisioning a desired future refers to an orderly process made up of a series of activities that can be clearly identified and arranged in a logical order of occurrence.
  3. Strategy is developing a scheme for a specific action having a relatively limited scope within the grand strategy.
  4. In a corporate environment that has become increasingly dynamic and complex, strategy is management's response to turbulence.
  5. Strategy guides decision-making process and enhances the quality and consistency of decisions.
  6. The advantage with the free wheeling approach opportunism is that there is a lack of coordination and control.
  7. A business plan is a document that describes the requirements to implement a business venture in accordance with the strategic plan.
  8. The first step of the strategic management process is to conduct a SWOT analysis.
  9. Direct competitors may offer the same or similar products or services, but only in a small number of geographical areas, their target customers seldom overlapping yours.
  10. If you competitor is providing retail services and products a visit to their store or site can provide insight into what they are doing to attract customers.

**SECTION C – Short answer Questions.**

**[40 MARKS]**

**Answer ALL questions in this section.**

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1. Define corporate strategy? (5 marks)
  2. Explain Business level strategy (5 marks)
  3. Elaborate on functional level strategies (5 marks)
  4. What is a strategic plan? (5 marks)
  5. Briefly explain competitive advantage (5 marks)
  6. What is organizational culture? (5 marks)
  7. Discuss strategic alliance (5 marks)
  8. Explain the term “outsourcing” (5 marks)

**SECTION D.**

**[40 MARKS]**

**Answer any TWO questions only in this section.**

1. “Planning is the primary and most important function of management”. Explain planning as a management function. Also bring out the importance/advantages of planning. (20 marks)
2. You have been called for an interview and the panel asks you to discuss the strategic management process. Write a detailed discussion report on the strategic management process. (20 marks)
3. Explain Porters five forces model. (20 marks)